

PRESIDENT'S MESSAGE

I am happy to report that our Division is in fine shape. As you probably know, our representation in the APA Council of Representatives has grown to four as a result of the new allocation of seats based on the votes of a few months ago. The program for the Honolulu convention, which has recently arrived, promises that Division 14 will, once again, have a series of excellent symposia, workshops, and other events. And we are in fine financial condition.

While we feel quite solid as a unit within APA, there is no room for complacency about the future. Some of us are beginning to worry that APA itself is becoming more and more unstable. Among the disquieting factors are the proposals that holders of Masters degrees be admitted more or less routinely to full membership in the Association, and that APA become a federation of smaller more specialized associations rather than the all-encompassing membership association it now is, and the effort by some not merely to urge but to require that all members of the Association become social activists.

It is true, of course, that our Division can maintain its own membership standards, but that would prove difficult to do. If the general requirements for membership were reduced and we did not go along, we might well become a smaller and smaller percentage of the association and lose representation. In addition, ethical standards, social action imperatives, and even standards for professional practice, would more and more be set by those with lesser qualifications.

What to do about all this? It is necessary more than ever before to keep informed about the proposals and actions of APA's boards and committees. Many of these panels have a Division 14 member on them. Let that person, your representative to Council, and the members of the Executive Committee know your opinions. Take action early since by the time some things are presented to Council it is already too late.

On the more optimistic side, if APA should eventually change its structure and become a federation of smaller associations, Division 14 is in excellent position to become the nucleus of a strong component of the new organization.

Douglas W. Bray

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HIGHLIGHTS OF THE SPRING EXECUTIVE COMMITTEE MEETING¹

The Executive Committee and Committee Chairmen met in Washington, D.C. on June 2 and 3. Our President, Doug Bray, presided over the meeting.

Jim Glennon reported that 47 applications for membership in our Division had been approved by the Membership Committee. In addition, 2 applications for Associate to Member status had been approved. The Executive Committee voted to approve the actions of the Membership Committee. Jim also reported that 27 applications are currently being processed.

Ralph Canter reported that the Fellowship Committee had evaluated 12 nominees for Fellow status in our Division and had approved 8. Following review of the credentials of each candidate and the reasons for action by the Fellowship Committee, the Executive Committee voted to endorse the actions of the Fellowship Committee.

Art MacKinney, recently appointed Associate Editor of TIP, reported for John Boulger who could not attend the meeting. Art presented a set of proposals respecting possible modifications in TIP. These were discussed and a number of suggestions were offered Art for his further consideration.

Lorraine Eyde reported for the Public Policy and Social Issues Committee in the absence of Dick Shore. She noted that the Committee is planning a meeting prior to the APA meetings and was sponsoring a symposium on the social responsibilities of industrial and organizational psychologists which has been scheduled.

Mary Tenopyr reported in Paul Banas's absence for the Workshop Committee. She noted that the program for the workshops appears in the May issue of TIP. She also pointed out that because of demand there will be two sections on "The Role of Psychologists for the Defense in EEO Court Cases."

Frank Friedlander distributed copies of the Division program for the APA meetings in Hawaii (see insert in this issue).

In the absence of Ed Lawler, Ben Schneider reported for the Education and Training Committee. Because of the forthcoming APA conference on the training of professional psy-

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In addition, put "Address Change" on the envelope or card. Hopefully, these actions will get your correct address on the APA mailing tape in minimal time.

¹ Any member wishing a complete copy of the minutes can obtain them by writing the Secretary, Donald L. Grant, 195 Broadway (Room 2122B), New York, New York 10007.

chologists the committee had agreed to drop further consideration of a proposed invitational conference on the training of industrial and organizational psychologists. The Committee had also decided to indefinitely postpone consideration of accreditation of graduate programs in industrial and organizational psychology. There appears to be no current need for such accreditation.

Don Grant reported that the current balance in the Division account is approximately \$5200 and that the balance in the Division Cattell Fund account is around \$5000.

John Campbell submitted a written report for the Scientific Affairs Committee. He reported that the Dissertation Award competition had attracted 17 entries. The Committee has selected the award winning entry. The name of the winner (Bill Mobley) and his dissertation title appear in the Program. John also reported that 30 entries had been received for the James McKeen Cattell Award competition and are in the process of being judged by the Committee. He noted that the response to the competition had been greater this year than for the past several years.

John Butler reported that the pamphlet "A Career in Industrial Psychology" had been distributed widely to school counselors, departments of psychology and others who are in a position to stimulate interest in our profession. He indicated that interested Division members may obtain copies of the pamphlet from him. He also reported that establishing relationships with such organizations as the American Society for Personnel Administration are being pursued by the Public Relations Committee.

Henry Brenner reported that the Ad Hoc Committee on Graduate Student Fellowships has reviewed the various options for establishing scholarships for graduate students in industrial and organizational psychology and has decided that it would not be timely to pursue the establishment of such at the present time. Consequently, the Committee recommended that it be relieved of its assignment and that the question of the desirability of the scholarship program be again reviewed in 1974. Henry and Forrest Fryer, co-chairmen of the Committee, will continue to actively pursue the establishment of a tax exempt status for the scholarship program. They will write a final report on the activities of the Committee and will continue to obtain information on the receptivity of industrial and organizational foundations to fund a scholarship effort. The Executive Committee accepted the recommend-

ations of the Ad Hoc Committee.

Bob Guion reported that the Committee on Committees consists of Milt Hakel (Chairman), Lew Albright, Paul Thayer, George England, and John MacNaughton. The Committee plans to submit its recommendations for committee members for 1972-3 by August 1.

Paul Sparks reported that the Professional Affairs Committee is continuing to consider the problems of qualifications for membership, certification and licensing of industrial/organizational psychologists. Doug Bray suggested that the Professional Affairs Committee submit information to the APA ethics committee on a variety of ethical matters affecting industrial and organizational psychologists and that it also consider ways of implementing the APA task force report on the practice of industrial and organizational psychology.

A special committee consisting of Jim Glennon (Chairman), Ed Lawler, and Paul Sparks reported on the results of its consideration of the issues posed by the actions of the Council of Representatives respecting admission of M.A. psychologists to full membership in APA. Following a lengthy discussion of their report the Executive Committee voted to inform the Representatives to Council for our Division that it is a consensus of the Executive Committee that the representatives should vote against a proposed change in the Bylaws which would admit M.A. degree holders to full membership in APA. In essence, the Executive Committee voted in favor of retaining the current membership requirements for APA members.

Bob Guion reported on the status of the current revision of APA standards for psychological tests. An initial draft has been prepared and a second draft will be made available at the APA meetings. Bob does not expect the final revised standards to be available until late in 1973.

Bob Guion also initiated a discussion of the possible impact on the use of psychological tests of the Georgia Power Company case. The case is currently in a Federal Court of Appeals. Bob feels that the case could lead to a decision which would have a negative impact on the use of tests for employment and other purposes. Following lengthy discussion the Executive Committee decided that because of the importance of the case and of limited time for taking effective action with regard to it, the Committee would submit an amicus brief, assuming arrangements could be made for so doing. The purpose of the brief would be to insure that for

its consideration the court has appropriate information on testing from the viewpoint of industrial and organizational psychologists. The brief, of course, would take no position with regard to the case itself, but would be confined to a statement of principles.

Paul Sparks reported on a proposed memorial to the late Dr. Edwin R. Henry which had been under consideration by a special committee which Doug Bray had appointed and Paul had chaired. The committee had considered a number of possibilities and had decided in favor of an award each year for the best empirical article in industrial and organizational psychology. The Executive Committee considered this recommendation and discussed several alternative suggestions. It was finally decided to refer the matter to the Scientific Affairs Committee for further consideration and recommendations to be offered at the Outgoing Executive Committee Meeting in September.

Don Grant
Secretary

ANNOUNCEMENTS

The American Petroleum Institute has announced the availability of three publications dealing with Equal Employment which should be of interest to Division 14 members.

They are:

- Publication 752: Equal Employment Opportunity: An Interpretive Guide (Price \$3)
- Publication 753: How to Install and Validate Employee Selection Techniques (Price \$9)
- Publication 754: Validity Study Results for Jobs Relevant to the Petroleum Refining Industry. (The price was not stated in the announcement)

The first is intended as a guide to employers in making personnel decisions in conformance with federal requirements of equal employment opportunity. Paul Sparks assisted in the development of this manual.

The second gives step-by-step methods that show how to conduct validation studies in standard situations.

The third is a summary of validity studies for jobs relevant to the petroleum refining industry.

Ronald G. Croft of Standard Oil of California directed the project under which these publications were developed. The manuals are available from:

Publications Section
American Petroleum Institute
1801 K Street, N.W. Washington, D.C.
20006.

* * *

This is a reminder that future communications concerning TIP or materials to be included in TIP should be sent to:

Dr. Art MacKinney
Graduate Office
Wright State University
Dayton, Ohio 45431

RESEARCH NOTES

COMMUNICATION PRACTICES WITHIN INDUSTRIAL PSYCHOLOGY I: WHO COMMUNICATES WITH WHOM

Mary L. Tenopyr
U. S. Civil Service Commission

In view of the growing number of industrial organizational (IO) psychologists and the information explosion in the field, it is becoming increasingly difficult for the average IO psychologist to "keep up." To assess the severity of this problem and to provide information whereby communications in IO could be improved, Division 14 authorized a survey of communications practices of its members. This survey, conducted in the summer of 1971, resulted in 311 questionnaires having most of the items completed by fellows and members. Interpretation of the reams of computer print-out will be presented in several sections in this and succeeding issues of The Industrial Psychologist. Today's article is concerned only with the direct interpersonal communications practices of members and fellows.

First, there are questions involving how many people each IO psychologist communicates with outside of his own organization. Median numbers communicated with by type of organization of communicator are given in Table 1. Results of median tests on these data were not significant. Thus it can be seen that the communications circle of the average industrial psychologist is quite small, between four and five persons, and that there is, in general, no difference by organizational type in the size of this circle. One question not asked was whether the persons communicated with orally and those written to are the same. The variability in the number communicated was huge, but quick eyeballing showed the large variance to be largely attributable to a few busybodies, who, if their reports are to be believed, must spend most of their time communicating.

(Table on next page)

Convention Program

DIVISION OF INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY AMERICAN PSYCHOLOGICAL ASSOCIATION

PROGRAM COMMITTEE

Frank Friedlander, Chairman
Lew Albright
C. J. Bartlett
Michael Beer
William Byham
Jack Brenner
Mildred E. Katzell

SHERATON WAIKIKI HOTEL
Honolulu, Hawaii
September 1 - September 8, 1972

Differential Patterns of Intersystem Linkage: Impacts on Internal and External Organizational Processes.
 Thomas G. Cummings, Case Western Reserve University.

Intersystem Linkage: A Collaborative Model.
 John D. Aram, Case Western Reserve University. Intersystem Linkage: Empirical Issues.

L. David Brown, Case Western Reserve University. Intersystem Intervention: Change in a Consortium.
 Discussants:
 George F. Farris, Massachusetts Institute of Technology.

- 11:00 - 11:50 PAPER SESSION: LEADERSHIP AND DECISION MAKING. EWA. Nora Weckler, San Francisco Valley State College, Moderator-Discussant.
 Leadership and Intelligence: A contingency Model Analysis.
 Louis S. Csoka and Fred E. Fiedler, University of Washington.
- Race of Employment Interviewer and Reasons Given by Black Job-seekers For Leaving Their Jobs. James Ledvinka, University of Georgia.
- Risk-taking, Dogmatism and Demographic Characteristics of Managers as Correlates of Information Processing and Decision Making Behaviors. Ronald N. Taylor, University of British Columbia.
- FRIDAY AFTERNOON, SEPTEMBER 8**
- 12:00 - 12:50 PAPER SESSION: VIDEOTAPE FEEDBACK: EFFECTS ON GROUP BEHAVIOR. EWA. Vance F. Mitchell, University of British Columbia. Moderator-Discussant.
 Effect of Process Feedback, Consultation, and Knowledge of Results on Perceptions of Group Process. R. Jack Weber, Dartmouth College.
- Essential Elements for Improving Task Group Membership Behaviors. Gordon A. Walter, University of British Columbia and Raymond E. Miles, University of California.
- 12:00 - 1:50 SYMPOSIUM: THE EMPLOYMENT INTERVIEW IN THE PERSPECTIVE OF CURRENT RESEARCH. IAO NEEDLE, AKAKA FALLS. Milton D. Hakel, Ohio State University.
 Participants:
 Roger N. Blakeney, University of Houston. Research of the Effect of Temporal Placement of Unfavorable Information.
 Thomas D. Hollmann, Wayne State University. Research needs in Assessing Interviewer's Information Processing Skills.
 Kenneth N. Wexley, The University of Akron. The Importance, Elimination and Dynamics of Contrast Effects in Employment Interviews.
 Allan J. Schuh, California State College. How far are we from an Acceptable Validity Coefficient for the Interview.

TABLE I

Median Number of Persons Communicated with Regularly on Professional Matters

Organization Type of Communicator	Written		Oral	
	N	Mdn	N	Mdn
Psychology Department	49	4.1	50	4.1
Business Department	40	8.5	38	5.5
Other University Departments	16	3.5	17	2.3
Business Firm	76	2.7	78	2.6
Federal Government	12	2.5	12	5.5
State/Local Government	4	2.5	4	1.5
Military Service	3	3.2	3	7.0
Research Organization	18	8.5	18	4.9
Private Practice	58	7.0	55	5.2
Other	5	10.0	7	2.1
Total	281	4.6	282	4.1

The second set of questions revolved about the percentage of one's communications which take place within one's own type of organization. Appearing in Table 2 are the relevant percentages. Apparently, a sizable proportion, about one-third, of an average IO psychologist's communication links are within his own type of organization. The differences in percentages by types of organization were significant for both oral and written communications ($P < .001$). A noteworthy trend was the tendency for those psychologists in business firms to have a much higher percentage of their communication links within other business or industrial firms than in other types of organization. Is there a hint of parochialism here?

(Table on next page)

TABLE 2

Percentage of Communication Directed
Toward Persons in One's Own
Type of Organization

Organization Type of Communicator	Written (%)	Oral (%)
Psychology Department	35.5	39.5
Business Department	35.1	29.3
Other University Departments	12.6	11.1
Business Firm	55.2	51.4
Federal Government	19.7	18.9
State/Local Government	0.6	37.3
Military Service	100.0	21.1
Research Organization	38.9	39.9
Private Practice	21.2	16.5
Other	28.9	19.6
Total	32.5	29.5

Another set of questions involves the locus of the flow of communications from industrial organizational psychologists. In Table 3 are reported the total number of communicated with in each type of organization. Overall differences for both oral and written communications were highly significant. The most noteworthy trend is for persons in business and industry to have far more communications directed toward them than toward persons in other types of organization.

(Table on next page)

TABLE 3

Total Number of Persons Communicated with
in Each Type of Organization

Organization Type of Communicator	Number Communicated with in Writing	Number Communicated With Orally
Psychology Department	587	536
Business Department	301	287
Other University Departments	189	222
Business Firm	1327	1484
Federal Government	273	233
State/Local Government	91	165
Military Service	95	130
Research Organization	306	220
Private Practice	406	445
Other	165	164
Total	3740	3886

A final question is what other variables are correlated with the number communicated with? For 61 other variables, there were 19 significant correlations with the total number communicated with in writing. Most of these were positive and within the 'teens. For example, there was an r of .15 between age and number communicated with in writing. The highest r 's were .27 for number of publications, .34 for hours per month spent reading professional material, and .32 for hours per month spent keeping up with technical developments in the field. There were two slight significant negative relationships with number communicated with in writing. One of these was for the perceived value of The Industrial Psychologist for keeping up with professional developments and the other for percentage of time spent in data collection and analysis.

Relative to number communicated with orally, 13 of 61 r 's were significant. Again, most of these were in the

'teens. The highest r's were .20 for the rated value of conversations with colleagues in similar organizations, .33 for hours per month spent reading professional material, and .36 for hours per month spent keeping up with technical developments in the field.

In summary, it may be said that the number of persons each IO psychologist communicates with regularly is relatively small. There are no differences in this number by organizational type. Approximately one third of the typical IO psychologist's communication links are in organizations similar to his own. In this respect, there are significant differences among organization types. There are also significant differences by organization in the total number of persons to whom communications are directed. There are some modest correlations between the number communicated with and other variables.

PROFESSIONAL NOTES

PROFESSIONAL AND ETHICAL CONDUCT OF PSYCHOLOGISTS

Some confusion has recently been evidenced regarding the roles of various groups involved in establishing standards, advising practitioners, monitoring practices, and handling complaints with respect to professional and ethical conduct of Industrial and Organizational Psychologists. According to the APA bylaws, the Board of Professional Affairs is charged with, among other things, "establishing standards of professional practice." These same bylaws charge the Committee on Scientific and Professional Ethics and Conduct (also referred to as the Ethics Committee) as follows: "It shall be the duty of this committee to receive and investigate complaints of unethical conduct of Fellows, Members, Associates, and Affiliates; to endeavor to settle cases privately; to report on types of cases investigated with specific descriptions of difficult or recalcitrant cases; to recommend action on ethical cases investigated; and to formulate rules or principles of ethics for adoption by the Association." The Division 14 bylaws provide: "The Committee on Professional Affairs shall promote the interests of the Division and its members by concerning itself with matters of professional practice, ethics, and state and national legislation. Specifically, the Committee on Professional Affairs shall concern itself with information gathering, for the purpose of making general recommendations to the Division and to the APA." In addition, most state associations contain ethical standards in their charters. The states which have licensing or certification laws uniformly contain sections on ethics and about half contain specific reference to APA's Ethical Standards.

APA's Ethics Committee typically refers complaints to the state level if the complaint is judged to be solvable at that level. Thus, an individual wishing to file a complaint might well consider the state level as being the best point of entry. Where there are state laws, the state association usually has direct access to the examining board which has disciplinary power or legal machinery or both. On the other hand, complaints which involve more than one state or which cite complex issues might well be filed directly with APA's Ethics Committee. The Professional Affairs Committee of Division 14 does not accept complaints. It does provide an advisory service to the membership concerning ethical considerations of

activities involving industrial and organizational psychology.

ADVERTISING INFORMATION AND RATE SHEET, AUGUST 1971

GENERAL INFORMATION

TIP, The Industrial Psychologist, a publication devoted to professional developments in the field of industrial and organizational psychology. Serves as Newsletter of Division 14 of APA and is a forum for the discussion of issues and challenges facing the profession. Published three times per year --- Fall, Spring, and Summer.

Guaranteed circulation of 1,800. TIP is sent to leaders of the field in the industrial and academic communities, and to the most influential members of the American Psychological Association --- APA Officers, The Board of Directors, Presidents of all Divisions of APA and Editors of all psychological Newsletters. TIP is also distributed to advanced graduate students of industrial psychology and to libraries and graduate schools training industrial psychologists.

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CLOSING DATES

February 15, June 15, and October 15.

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